OUR SHARED VALUE
APPROACH TO SOCIAL GOOD

2019 – 2024

FOR INTERNAL DISSEMINATION ONLY
At Committed To Good, CTG, we believe that all responsible businesses have a commitment to sustainability.

Our Shared Value Strategy, “Our shared value approach to social good”, embeds our ethos and brand name, Committed To Good, into policy and action. Launching our first CSR strategy in 2015, we continue to improve, standardise, and expand our sustainability commitment.

RATIONALE FOR ENHANCING OUR SHARED VALUE STRATEGY
1. Sustainability: CTG can survive “shocks” because it is intimately aware of and connected to healthy economic, social and environmental systems
2. Competitive advantage in the industry: CTG will continue to lead a cultural change in the humanitarian and aid sector
3. Standardisation: Enhancing the CSR strategy allows CTG to formalise, unpack, and record its tradition of “doing good”
4. Policy alignment: CTG links its global and public commitments to its internal policy
5. Promotes transparency: Accurately monitoring and reporting publicly on our CSR journey and positive impact models transparent behaviour
6. Shared value: The CSR strategy allows CTG to demonstrate its shared value approach with our clients

PUTTING POLICY INTO PRACTICE
We publicly committed to the United Nations Global Compact’s (UNGC) 10 principles on human rights, environment, anti-corruption and labour rights in 2014 and joined the UAE Steering Committee shortly after. Holding roles as both Chair and Co-Chair of the Women’s Empowerment Principles (WEPs), and as a Transition Coordinator during the implementation of a new board governance structure, we led the engagement and galvanised support for both UNGC and WEPs throughout all echelons of the UAE business community from 2015 to 2019.

Our goal for 2019 is to turn our efforts inwards and to ensure all CTG staff are consciously integrating our CSR strategy and the UN Sustainable Development Goals (SDGs) into daily operations through explicit policy formation, implementation, training, reporting, and monitoring.

STAKEHOLDER ENGAGEMENT
Engaging and partnering with a wide range of our stakeholders will ensure that our efforts continue to have meaningful impact and drive our overall commitment to good.

CTG harnessed its belief in the importance of engaging the diverse views and perspectives of all its stakeholders to guide the strategy development process and to identify the key material topics that reflect CTG's most significant social and environmental impacts.

Internally, CTG sought input from all areas and levels of the business by interviewing key headquarters and in-country staff. CTG’s headquarters management and leadership staff were continually briefed and their feedback was incorporated into the strategy.

In addition, a desktop review was conducted which explored external client priorities and interests, as well as a CSR assessment of industry leaders and competitors. This review helped better inform our efforts and will ensure that CTG continues to work to create value for its staff, clients, and society.

The insights provided by the interviews and desktop review enabled the identification of potential material topics which were assessed and refined according to their relevance to CTG’s operations and stakeholders, and their level of social and environmental impact. Feedback from CTG’s leadership further concentrated the scope of CTG’s material topics. The subsequent material topics that remained reflected stakeholder consensus on CTG’s sustainability priorities, and provided the basis upon which the three pillars that constitute this Shared Value Strategy were constructed:

Putting people first: creating an inclusive, rewarding and safe workplace
Transparency and corporate governance: sustainability governance for continued success
Promoting peace, partnerships and protecting our environment

This process built upon CTG’s existing tradition of doing good by formally embedding it into CTG’s day-to-day operations. Moving forward, CTG will continue to use a variety of mechanisms to solicit feedback from its stakeholders, including staff and client meetings, online surveys, participation in stakeholder networks, and in-country engagement.

BUSINESS ALIGNMENT
This strategy takes into account the business goals, core competences, and growth direction of CTG. The strategy is designed to be flexible and meet the demands of CTG’s fast-paced work culture, and remote staff. The strategy captures and formalises CTG’s existing efforts on gender equality, good governance and safety workplace practices. The implementation of the CSR strategy can be scaled accordingly to meet the current needs and capacity of the organisation.

CREATING SHARED VALUES THROUGH THE UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)
The SDGs have generated an incredible amount of enthusiasm since their inception in September 2015 and we continue to support all goals. At CTG we believe that our success depends on creating long term value with our clients and the communities where we serve. We use the SDGs as a bedrock for generating shared values with all of our stakeholders. However, SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth and SDG 16 Peace, Justice and Strong Institutions strongly resonate with our core work, areas of influence and reflect our internal values. As a result, our CSR strategy focuses on these three SDGs, as well other international guiding principles on sustainability practices.

USING OUR VOICE
We believe that we have an important role to play in the development and aid sector as a private business that embraces the SDGs and sustainable business practices to promote development and peace. In 2018 and 2019, we were selected as an SDG Pioneer and won the coveted Business for Peace award. To this end, we will continue to actively use public platforms to share our voice and perspective, inspire other businesses, and to lobby to our clients to take our commitment to these issues into their procurement decisions.

2020 Shared Value Strategy Update: Unfortunately, due to Covid-19 some of the projects addressed in this strategy have temporarily been put on hold. These projects will remain on hold until CTG can guarantee the safety of all participants and stakeholders involved in the project’s planning and delivery.
EXECUTIVE SUMMARY - OUR SHARED VALUE APPROACH TO SOCIAL GOOD

Our Shared Value Strategy is divided into three pillars (principles)

Putting people first: creating an inclusive, rewarding and safe workplace

Transparency and corporate governance: sustainability governance for continued success

Promoting peace, partnerships and protecting our environment

Each pillar is supported by programmes. Each programme is brought to life by a series of projects. Projects are imbedded in CTG’s operations, and form part of how “we do business” and are brought to life through activities, which are highlighted in the implementation plan. Activities will be integrated into staff workplans.
Our teams of experts across the world represent our strongest assets.

Our goal is to recruit talent across the world and provide local economic opportunities. By providing dignified jobs in communities and in countries of conflict, we aim to bring people together across national and ethnic divides for a shared purpose and a prosperous future. Through our network of international and host country nationals we enable our clients to achieve their important work in the humanitarian and aid sector and simultaneously build national capital. This also embraces our commitment to SDG 5, Gender Equality and SDG 8, Decent Work & Economic Opportunity. This is how we do it.

PROGRAMME: CREATING DIGNIFIED JOBS

Project 1. Recruit Local Talent: To attract the best and brightest in a competitive talent landscape, we strive to maintain our reputation as a great place to work with a strong commitment to social responsibility. Businesses play a central role in advancing SDG 8, as they account for the majority of GDP in most countries as well as the majority of jobs. Our goal is to provide local employment opportunities for host country nationals, to boost the local economy and build the national human capital.

Project 2. Leadership, Training and Development: We offer our employees learning and development opportunities designed to broaden their skills, grow their careers, and maintain their safety in the field. Each employee is expected to complete a series of compulsory online courses as part of the onboarding process. These courses include Safeguarding Essentials; the Prevention of Sexual Exploitation and Abuse; Equality, Diversity and Inclusion; and BSAFE, an online security awareness training. Once their employment begins, they are provided ongoing and in-person trainings. Our bi-annual Team Temperature surveys help us understand the needs and interests of our staff, and inform our yearly training calendar.

Project 3. Human Rights: Respect for human rights has long been incorporated in our workplace culture and standards. However, in 2018 CTG began developing its staff’s capacity on this topic through a United Nations Global Compact Business and Human Rights Tool and commenced the revamp of our Human Rights Policy. The policy aligns with the United Nations Guiding Principles on Business and Human Rights, a global standard for addressing and preventing adverse impacts on human rights linked to business activity. It states our commitment to respecting and supporting internationally recognised human rights, including fundamental labour principles.
PROGRAMME: DUTY OF CARE

Project 1. Security: Political unrest, terrorism, as well as medical emergencies are some of the risks CTG staff may face. However, we do our best to mitigate risk. To this end, we have developed a bespoke phone app where all staff can receive security alerts specific to the area, contact 24/7 global emergency assistance, search for a healthcare provider and instantly submit a health insurance claim. Our Duty of Care also includes a robust onboarding process for in-country staff and strong commitment to zero workplace harassment.

Project 2. Workplace Safety: With a growing need to hire more women into project-related roles, as an employer our need to ensure a safe workplace free from harassment and violence increases.

PROGRAMME: FEMALE FIRST

In developing and post-conflict areas, the involvement of women in the workplace lowers drastically. Yet, we know that the participation of women across all facets of society, including the workplace, is central to realising gender equality and creating more peaceful and prosperous countries. By presenting potential female hires to clients, and creating welcoming and safe environments for all, together with our clients we can balance the gender scales by 2030.

Project 1. Source, Submit and Select: We are committed to improving qualified women’s access to workplace settings where they are underrepresented and we use a three-pronged approach. Our goal is for women to be employed in 30% of our project-related roles by 2030.

a) Source: Boost the number of suitable candidates on our database through online and outreach campaigns using platforms such as AWID.org, developing partnerships with local universities near our Country Team Offices, and training women through our Committed to Good Curricula at local women’s associations or groups based in host countries.

b) Submission: Short-list candidates to clients which include women, putting forward 1:3 to 3:5 female: male candidates. Work in support of our clients’ Gender and Diversity initiatives.

c) Selection: Advocate to our clients the importance of hiring women and share monthly success stories on our efforts.

Project 2. Train and Partner: Our goal is to share and create resources with our partners and clients to unlock conscious and unconscious bias around women in the workplace in conflict and post-conflict sectors and to better prepare women for the workforce. Through this initiative, we will advocate and partner with our clients to provide training, raise awareness, and increase budgets to allow for gender sensitive working environments in all of our locations. Called the Committed to Good Curricula, it will be developed by our expert staff and we will explore partnerships with universities and other training and development organisations. The Curricula will create bespoke in-person and online training programmes that encompass conscious and unconscious bias, employability skills for women in the workplace in conflict and post conflict settings and other relevant topics. The Curricula will be available for free.

Project 3. Women in Aid Leadership – Internship and Mentorship: Formally known as the First Youth Engagement, Intern and Mentorship programme, this programme aims to engage young women interested in aid and development. Women not only remain underrepresented in leadership roles, but they are disadvantaged in the path to attaining them; as women’s careers progress, their representation declines, along with their opportunities in the sector. This programme works with women of diverse cultural and ethnic backgrounds to provide tangible experience and mentorship opportunities to enable them to develop a successful career in the aid and development sectors.

The Internship Programme lasts from three to six months and can be based at our headquarters or field offices. Externally, as part of our Career Development Programme, internships will be for as many months as can be supported by partner organisations, however recommendations will be given for similar durations to that offered internally.

The Mentorship Programme lasts for one week to six months and is held remotely through Skype and email sessions with SMT or other management staff interested in participating.
2. TRANSPARENCY AND CORPORATE GOVERNANCE

As our company continues to grow, we recognise the widespread impact our business decisions have on our employees, consultants and local communities. We believe our sustainability initiatives have the greatest impact when our colleagues and stakeholders are informed and involved with them. This is why we are members of various international forums and report yearly on our sustainability progress. We are signatories of UNGC, Business for Peace and certified in multiple global standards. This is how we do it.

PROGRAMME: ADHERENCE TO GLOBAL REPORTING STANDARDS

We are signatories to multiple global standards and certifications. As a requirement, we report publicly on our progress and are audited by third parties. We hold ourselves to the following standards:

Project 1. UNGC: United Nations Global Compact (UNGC) is the largest sustainability network in the world. We continue to advocate and use the four thematic principles, human rights, labour rights, anti-corruption and environment as a standard of our CSR strategy. As an SDG Pioneer for the Empowerment of Women in Conflict Settings we have a responsibility to the UN and the business sector to publicly promote the principles and advocate for universal adherence.

Project 2. Business for Peace: Business for Peace (B4P) is a leadership platform dedicated to expanding, advancing and deepening private sector action in support of peace in high-risk and conflict-affected areas. We support the B4P platform through our Female First campaign, through partnerships with local entities, and through advocacy with other private sector businesses.

Project 3. Accreditations & Certifications: At CTG we empathise quality control and management and we are certified according to ISO 9001:2015. Our clients can trust us to consistently provide services that meet and enhance customer satisfaction, as well as, applicable statutory and regulatory requirements, throughout the world. We keep appraised of other ISO standards and accreditations to further solidify our commitment to corporate standards and social responsibility.
We believe strong sustainability governance is the foundation of our continued success. As a result, sustainability topics are integrated into our business practices and not separated from our business. We adhere to the highest levels of ethical management and corporate governance and have integrated appropriate checks and balances into our management systems.

**Project 1. Advisory Board:** The Advisory Board was created to help lead corporate governance, grow financial stability, and maintain our strong commitment to social good. The Advisory Board consists of leaders in the industry and reports to the Executive Leadership team.

**Project 2. Good Governance Committee:** Created in 2014, the role of the Good Governance Committee is to meet on behalf of the Executive Leadership team to ensure strategic direction of the business is being followed. The Good Governance Committee is appointed by the CEO and it acts as an unofficial auditing body for CTG’s corporate governance. The Committee is composed of the Executive Leadership team, Legal Director and Board Members.

**Project 3. Ethics Committee:** The Ethics Committee is responsible for overseeing the compliance performance across CTG and promoting operational excellence, integrity, ethical conduct and good governance. The Ethics Committee is responsible and accountable for investigating reported unethical behavior and resolving any claims made to the Ethics Committee either verbally, in writing or by email (ethics@ctg.org). The Ethics Committee is chaired by the Legal Director and includes the Operational Director, Country Teams, and HR and reports to the Good Governance Committee.

**Project 4. Social Good Committee:** In order to galvanise our staff’s commitment to social good we have created SDG workstreams. Each staff member based at our headquarters in Dubai can self-nominate to work on a dedicated workstream focused on SDG5, SDG 8 and SDG 16 or a specific project or programme. They help coordinate feedback from the field, initiate projects and programmes and motivate staff to volunteer.
We recognise that collaboration with diverse stakeholders are essential to the promotion, development and maintenance of sustaining peace. At CTG we believe that through collective action we can do more which is why we support SDG 16. Our collaborative and flexible approach enables us to quickly adopt to new challenges and respond to new partnership opportunities. This is how we do it.

### PROGRAMME: CTG GIVING

In 2015 we launched CTG Giving to provide more to the communities we serve and in 2019 we relaunched the initiative through CTG Giving 2.0. We continue to advance our Social Good commitment through our philanthropic grants. To this end, we intend to enter into partnerships with our clients and other private and public sector organisations to design innovative approaches which help foster:

1. Gender equality and women’s empowerment,
2. Workforce education and employability skills,

If financially viable, it will be our objective to support further philanthropic grants annually. Grant winners are announced on World Humanitarian Day, August 19th, to pay tribute to aid workers who risk their lives in humanitarian service and to rally support for people affected by crisis around the world. Our staff and the communities where they serve are eligible to apply for the grants. The grants are reviewed by our Advisory Board followed by an internal voting platform for all of our staff to vote.

Additionally, at the onset of employment, all of our staff can opt in to donate monthly with direct salary donations made to CTG Giving. The monies collected will be directed to the CTG Giving funding mechanism and can either increase the grant cap or provide additional grant opportunities.

Whilst there are many summits and conferences that explore aid and development in London, New York or Geneva, etc. we believe it is critical that we host similar events in the communities directly impacted. We believe these types of conferences and summits are particularly important in local communities, which is why we will aim to hold a yearly Committed to Good Summit in the communities we serve.

Our Country Leadership can apply to host the Summit and one will be chosen each year. The goal of the Summit is to allow local stakeholders to have a voice in how to achieve the SDGs and explore ways to work in collaboration, bringing together both the public and private sectors.

We will garner local support and sponsorship through the local government, local and international business, NGOs, UN and conference organisations (such as Social Good Summit). We will also look to partner with organisations at the UN General Assembly and other international platforms to bring the messages of our event to the global stage. The 2019 Committed to Good Summit will be hosted in Somalia.

### PROGRAMME: COMMITTED TO GOOD SUMMIT

In 2018, we commenced the first SDG Conference in Gaza to bring together all echelons of society to explore ways to collaborate and accelerate the SDGs.
We believe that spreading good and kindness can be contagious. We recognise that volunteers help strengthen local ownership and the resilience of the community. To this end, from 2022 every staff member will be granted up to three paid leave days every calendar year to volunteer.

The project must fit into three dynamic pillars that define our business ethos:

1. Gender equality and women’s empowerment,
2. Workforce education and employability skills,

Each volunteer day must be approved prior to starting by a line manager and the Social Good Committee whom will also evaluate volunteer projects.

We believe there is a strong connection between peace, security and the health of our planet. That is why our commitment to environmental sustainability focuses on reducing the direct and indirect impacts of everything we do and educating our team about ways they can protect the environment.

Our international footprint and wide scope of operations is heavily dependent on air travel, which is why we will begin tracking our carbon footprint, including our air travel. We always encourage staff to use alternative means prior to travelling, such as online/remote meetings and phone calls. Tracking our yearly flights and the number of hours of travelled will enable CTG to calculate a proportionate donation that will be put towards our CTG Giving platform, which invests in community stability and environmental protection in conflict and post-conflict communities.